



Figure 2. Armory/Drill Hall Layout

NTC central corridor). This unit rehearsal also gave the National Guard soldiers a chance to mentally shift gears and get ready to fight the battle.

The external control (EXCON) station and the brigade control station—located between the maneuver stations and the command and control, combat support (CS), and combat service support (CSS) work stations—also worked well, aided exercise control and coordination, and permitted the OCs to check the battlefield as reported to the brigade control cell by the battalion TOC and CTCP.

The 30-minute AARs on Day 1 were conducted at the duty area. The final

AARs were limited to one hour by design. While many tasks to be improved upon might have been introduced, the target of the formal AAR was the identification of and focus on one or two key issues. One-hour AARs let the unit discuss the AAR and plan remedies before running another exercise. The AAR site had an overhead projector, a monitor on which to rerun the battle, a large-scale map, a dry erase board, and an easel for taking notes. The large-scale sketch map provided a quick reference for all participants.

The monitor allowed the senior OC to show the key events in the battle graphi-

cally. This type of depiction of the battle is often a revelation to a staff that is trying to paint a picture in the TOC/CTCP.

Having the TOC and CTCP in the drill hall paid high dividends. Proximity to the simulation center made the exercise control function easier. The TOC was set up to be both complete and functional (extensions out, camouflage up, communications). The TOC personnel were also in complete field duty uniform, another measure to add realism to the exercise and accustom unit members to field conditions.

This JANUS CPX was an invaluable means of training the battalion staff in those tasks essential to the operation of a tactical operations center in combat. The exercise served the dual purpose of identifying priority training to be conducted and sustaining those skills in which the unit was proficient. As a result, the 2d Battalion, 116th Cavalry Brigade is one step closer to being ready to fight and win.

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# Hand-Receipt Procedures

CAPTAIN HAROLD D. BAKER, JR.

When a mechanized infantry platoon leader arrives at his new unit, he is usually eager to learn the particulars of maneuvering four Bradley fighting vehicles

and two squads of dismounts on the modern battlefield. Property accountability is the farthest thing from his mind. Although he had a block of instruction on it

during the Infantry Officer Basic Course, he may not have realized its importance.

Unfortunately, many platoon leaders take a casual approach to learning the

correct measures of property accountability, and many pay for their inattention with portions of their paychecks and some with their careers. Because of the vast amount of organizational property in a mechanized infantry platoon, maintaining and accounting for equipment are every bit as important as tactics.

A platoon leader signs for approximately \$4.5 million worth of combat equipment on an organizational hand receipt. Essentially, that's four Bradleys complete, each one with 88 to 100 lines of basic issue item (BIIs), tools, and accessories. Maintaining accountability for this much equipment is never easy, but if the platoon leader takes it seriously, seeks guidance from experienced supply personnel, and establishes a system, he'll stay ahead of the game.

If you are a mechanized infantry platoon leader, the following guidelines will help you maintain positive control of your property.

The following are some things you must do as soon as you arrive and are assigned to a company and a platoon:

- Meet with the company commander and the outgoing platoon leader to schedule your inventory and change of command. In preparation for the change-over, the outgoing platoon leader should have conducted his inventory and updated his hand receipt and shortage annex with the company supply sergeant.

- Meet the company supply sergeant, and get a copy of each of the following: updated sub-hand receipt (master hand receipt) for organizational property, component sub-hand receipts, master component listing, and the shortage annex for the platoon. You will then have these on hand for your inventory, and the outgoing platoon leader will have his copies as well.

- Using the master component listing, validate equipment using a -10 manual that has all of the current changes. Know the difference between additional authorized lists (AALs), components of end items (COEIs), and BIIs. Ensure that the most recent technical manuals and supply circulars have been used for all the property and are being used for your inventory. Read them before the inventory and familiarize yourself with the charac-

teristics of the items and equipment; there will be a lot of things you haven't seen before.

While you're inventorying and signing for equipment, have on hand a note pad, the master component listing, and your sub-hand receipt. As you discover shortages or discrepancies, annotate the name, grade, and Social Security number of the responsible sub-hand-receipt holder. Enter the shortage quantity on the blank component listing. Soldiers or the outgoing platoon leader may produce a DA Form 3161, Request for Issue or Turn-in, showing that they have turned in an item to supply or a DA Form 2062, Temporary Hand Receipt, showing that they've hand-receipted an item to another platoon

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### ***A platoon leader signs for approximately \$4.5 million worth of combat equipment on an organizational hand receipt.***

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or unit. In either case, make an annotation and verify the action with the supply sergeant.

- Check the National Stock Numbers (NSNs) of all applicable equipment, and check all items for serviceability. Don't simply take a soldier's word that an item is fully serviceable. Check it yourself. You'll have to do some homework so you'll know what you're looking for.

- Consolidate the shortages pertaining to each sub-hand receipt and ensure that appropriate adjustment documents are initiated in accordance with Army Regulation 735-5, *Property Accountability*. Although this is the responsibility of the outgoing platoon leader, you need to do a follow-up.

- Report the results of the inventory in a memorandum to the company commander.

- Ensure that the adjustment documents are processed and that hand receipts and shortage annexes are adjusted to reflect property actually on hand and requisitions submitted. That means the commander has verified and signed a new shortage annex. Only then do you actually establish property accountability and sign for the property.

After signing for your platoon, the next step is to ensure that all equipment is correctly signed out down to the user level. If you don't and something is lost, you'll pay for it. In most cases, the platoon leader is the only one signed for installation property (such as his desk or wall locker), but if the platoon sergeant or squad leaders also have offices and furniture, have them sign for it. As for major end items and their components of organizational property (BFVs and their BII), you must assign the equipment to Bradley commanders (BCs) and ensure that they assign it to their gunners, drivers, and dismounted soldiers.

- First sign over the equipment and tools associated with a vehicle to the BC (if you're the platoon leader for 2d platoon of Company B, your wingman signs for B22, your platoon sergeant signs for B24, and so on). It is technically the BCs' responsibility to sign the equipment down to the drivers and gunners, but you should take control and see that this is done properly. In other words, sit down with your NCOs and explain what they're signing for and describe the procedures for signing over the equipment and tools to their crew members. Some BCs have the driver (usually a private first class) sign for the vehicle complete, but that's not the answer.

- If you're lucky, the company supply sergeant or the previous platoon leader may have broken down the BII and tools for gunners and drivers. If not, a rule of thumb is simply to assign the equipment to the individual who uses it the most. For example, the driver should sign for everything that applies to the vehicle's hull (track extensions, drift pins), and the gunner should sign for everything that applies to the turret (gun, radios, turret tools).

- Ensure that each of the soldiers has a hard copy of his automated component sub-hand receipt, but you maintain the original in a hand-receipt book.

- None of the soldiers, including NCOs, should have a copy of the automated platoon shortage annex; it is too difficult to have them update the annex when items arrive through supply. You should maintain the shortage annex.

Then create a hand-receipt book and keep it updated. Secure it in a desk or

wall locker, and do not allow anyone access to it without your consent. This book is your method of keeping written records of items you and your subordinates are signed for; the need for proper security measures is common sense.

Break the book into sections:

Section 1—Master hand receipts (organizational, installation).

Section 2—Master shortage annexes.

Section 3—Sub-hand receipts:

Hand receipt holder to BC.

BC to driver.

BC to gunner.

Section 4—Additional/extra documents:

DA Forms 3161.

DA Forms 2062.

During your tenure, you must physically inventory the equipment and tools you're signed for. Enforce and apply the same method you used when you initially signed for the platoon. You should use the component hand receipts for inventories, because the master hand receipt lists only major end items.

The following are mandatory periodic inventories:

- Master hand receipt holder (platoon leader) physically inventories 100 percent of equipment every six months and within 72 hours upon completion of a field exercise.

- BC hand-receipt holders inventory every month and within 72 hours upon completion of a field exercise.

- Gunner and driver hand-receipt holders inventory every month and within 72 hours upon completion of a field exercise.

Plan for updates and adjustments to

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***Ensure that the most recent technical manuals and supply circulars have been used for all the property and are being used for your inventory.***

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hand receipts and shortage annexes. Soldiers will lose or break tools and equipment, and new tools ordered against the platoon's shortage annex will arrive through the supply system. For accountability purposes, you must ensure that the proper paperwork is done. The procedures for updating hand receipts and shortage annexes vary with circumstances.

#### **Lost tools:**

- If a tool is missing during an inventory, the BC of that vehicle will notify you. Quickly determine how the tool was lost (negligence—a driver left a ratchet lying on the driver's hatch overnight after Monday morning's command maintenance, and now it's gone) and report it to the supply sergeant. The supply sergeants will process a DA Form 362, Statement of Charges, and the individual responsible for the tool will have a choice of going to finance and paying cash for the item or having money deducted from his pay. Maintain a copy of the DA Form 362.

- The supply sergeant will give you a DA Form 3161, which will be your means of accounting for the tool. Place it in your hand-receipt book with the shortage annexes for the vehicle or equipment for which the tool was a component. Also place the DA Form 362 with it.

- You don't make any changes to your master hand receipt or shortage annex at this time, but the BC and his crew member do. After the statement of charges is signed, both will move over one block on their automated hand receipts and make the appropriate changes.

#### **Broken tools:**

- The course of action for broken tools is somewhat the reverse of that taken for lost tools. When a tool is broken through fair wear and tear, the BC or platoon sergeant takes the broken tool and updates the soldier's hand receipts at that time.

- The BC or platoon sergeant may consolidate tools from the entire platoon or have a designated number of broken tools that he will receive before reporting it to the platoon leader. You need to establish a platoon standing operating procedure (SOP) for this.

- Each of the broken tools has an attached shoe tag containing the NSN and the end item it came from and is brought to the supply room. At this time, you adjust the BC's hand receipt.

- The supply sergeant processes the tools and gives you a DA Form 3161.

As with lost tools, file the change document with your shortage annex in the

hand-receipt book.

- You do not make any changes to your master hand receipt or shortage annex at this time.

#### **New tools:**

- Six months from the date of the oldest DA Form 3161, the supply sergeant will consolidate all change documents and present them to the company commander.

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***Sit down with your NCOs and explain what they're signing for and describe the procedures for signing over the equipment and tools to their crew members.***

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commander (essentially six months after the first 3161 you received from supply for a lost or broken tool). The company commander approves the company's shortage annexes; then the battalion S-4 verifies the shortage annexes and approves the tools for requisition.

- If tools arrive in small quantities, the supply sergeant issues them on DA Forms 3161 before he completely updates your automated shortage annexes. Once all the tools arrive and are issued, the supply sergeant updates your annex and hand receipts. You must ensure that the same is done in your platoon.

- Make sure your supply sergeant aggressively pursues requisitions for replacement tools. Know when the six-month window started for your 3161s, and ask your company executive officer about the battalion's budget and when the battalion S-4 will start ordering items on the shortage annexes.

Throughout this process, you must enforce standards. Brief your soldiers on your standards of property accountability, and make sure they understand their financial responsibility for the tools and equipment for which they're signed.

Establish SOPs for garrison and field environments:

- Have a standardized marking system for tools and equipment. Use color-coded paint or tape to mark your platoon equipment. Also, engrave all tools with the bumper number of the associated vehicle.

- Instruct soldiers on how to hand-receipt items. Don't allow them to lend

tools to other platoons or companies without approval and properly completed DA Forms 2062.

- Teach them never to leave tools lying around without some form of security.

As the Army advances toward digitization and the creation of Force XXI, the complexity of property accountability increases and the margin for error decreases. Quantities and monetary value

will continue to grow as mechanized and light infantry battalions field new, high-tech equipment. Tight property accountability will surely remain an essential part of being a successful platoon leader, whether light or mechanized.

Regardless of how well-prepared you may think you are, you will be overwhelmed initially by the amount of equipment for which you are suddenly respon-

sible. Your success will be based on how seriously you undertake the task of maintaining accountability. Unfortunately, there are no short cuts.

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# Initial Entry Training Company METL Assessment

MAJOR JOSEPH C. SLOOP

Our victory in the Persian Gulf war clearly validated our tactical doctrine, but the training management that disseminates that doctrine is equally important. Given the drastic force reductions of the past few years, the focus on training is likely to intensify in the future, as we strive to maintain a credible level of readiness.

Company commanders must assess training constantly. Fortunately, this process is almost automatic. Every time an initial entry training (IET) company commander observes training, he makes an assessment whether he realizes it at the time or not. And the questions that arise are the same, no matter what type of company: What are the tasks, conditions, and standards? Did the unit accomplish the task to standard? If not, what resources must be applied toward the task to bring the unit up to standard? If the unit performed the task to standard, when do we conduct sustainment training?

For the past decade, rifle company commanders have assessed their units' readiness in each mission essential task against standards set forth in ARTEP 7-10, *Rifle Company Mission Training Plan*

(MTP), for which the Infantry School is the proponent. And, although FM 25-101, *Battle Focused Training*, addresses the development and assessment of training company mission essential task lists (METLs) to some degree, there is no Army-wide MTP for IET companies. This article describes the efforts of the 3d Training Brigade at Fort Leonard Wood, Missouri, to provide this missing piece of training management for IET companies.

Within the training management cycle, assessment is key to conducting battle-focused training. Before assessment begins, however, the commander must make sure the unit METL is valid. The 3d Training Brigade recently gained an adjutant general battalion as a subordinate unit, adding to its missions. This caused the brigade to reexamine and revise its METL, as did each subordinate IET battalion.

The companies in the brigade submitted a proposed METL to their parent battalions. The approved company METL supports the battalion METL in that it allows the battalion to accomplish its battle tasks. As it turned out in our case,

all of the company METLs were battalion battle tasks. This shows a good transition between echelons in the selection of the tasks that are critical to mission accomplishment.

The company METL serves as the basis for assessing the unit's ability to accomplish its mission. In the 3d Training Brigade, a committee of seven company commanders met to examine our IET METL and develop subtasks that would insure the accomplishment of each task. Unlike TOE units that have MTPs, we started from scratch, gathering tasks from such external directives as the basic combat training (BCT) program of instruction (POI), training support packages, and various regulations.

For example, to assess a company's ability to conduct basic rifle marksmanship (BRM) training, we identified subtasks—each with quantifiable conditions and standards from the BCT POI. In short, this committee developed company training objectives that would focus our training efforts. (See box for a breakout of these subtasks and standards.) This written assessment tool enables IET company commanders to focus the train-